

URBAN/MUNICIPAL

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1991 – ANNUAL REPORT

URBAN MUNICIPAL

SEP 8 - 1992

GOV 'MENT DOCUMENTS

*You
Are The Way*

UNITED WAY OF BURLINGTON, HAMILTON-WENTWORTH



VOLUNTEERS & STAFF

The partnership between Volunteers and Staff at the United Way is the foundation of our success. We extend our sincere appreciation to all those we have mentioned and to the thousands we cannot. Whether their involvement was hundreds of hours or only a few, their contribution is immeasurable. Thank you.

1990/91 BOARD OF DIRECTORS

President	Richard Francescutti
Vice-Presidents	
Agency Relations	Dick Capling
Fund Raising	Ross Robinson
Human Resources	Gary Hysop
Labour	Bryan Adamczyk
Marketing	Ron Coburn
Treasurer	John Macnamara*
	Gloria Over**
Secretary	Bruce Garand

Board Members

Dr. Mo Ali*
William Bain
Joan Berta*
Councillor Robert Brechin
Councillor Ken Brennan
John Buschhausen
Phil Chabot
Alderman Dave Christopherson*
Kendra Coats**

Sandy Darling & Tony Whitworth
Renate Davidson
Heather Gavin
Dr. Peter George
Alderman Mary Kiss
Bob Kok
Wayne Marston
Alderman William McMicking

Michael Meyer
Judy Mintz
Ross Robinson
Dr. Fran Scott**
Bob Sutton
Vincenza Travale
Alderman David Wilson**
Josie Zurini

Board Consultants

Mike Pennock

David Mothersill

UNITED WAY STAFF

Administration

Bruce Mochrie, Executive Director*
Jody Orr, Executive Director**
Marilyn Lupton, Administrative Assistant

Agency Relations

Sharon Monte, Director
David Albrecht, Associate**
Mary Kate Rowan, Associate**
Catherine Sindall, Associate*

Campaign

Diana Borowski, Director
Lisa Carboneau, Associate
Melissa Devenny-Redman, Associate*
Janet McKenzie, Associate
Sharon Snaith, Associate
Krista Warnke, Assistant**

Finance & Administration

Norman Lloyd, Director

Labour Community Services

Bryan Rushton, Director

Leadership Development Services

Sheelah Dunn Dooley, Director
Jeff Bradshaw, Program Manager

Marketing

Kim Worobel, Director
Barry Coe, Associate**
Janice White, Associate*

Secretarial/Clerical Staff

Terri Buordolone, Accounting Administrator
Carolyn Case, Marketing/Labour
Brenda Craig, Campaign
Tracie Daultrey, Afternoon Receptionist
Filomena DiCarlo, EDP Clerk Typist
Anne Gaunt, Agency Relations
Joan Haxton, Part-time Clerk Typist
Lois Wilson, Morning Receptionist

*Resigned during term ** Appointed during term

1990/91 STANDING COMMITTEES

Agency Relations Committee

Bob Kok, Chair
Bob Vair, Vice-Chair
Barbara Belbeck
Ken Bistrovitch
Jessica Brennan
Dick Capling

Donna Danielsen
Janet Farley
Ronika Fraser
Heather Gavin
Linda Mooradian

Paul Sandig
Diane Scott
Sandra Stephenson
Gloria DeSantis-Consultant
Elaine Eastman-Consultant

Appeals Committee

Bob Brechin, Chair
Joan Berta

John Buschhausen
Phil Chabot

Gloria Over

Campaign Cabinet

Sandy Darling, Co-Chair
Tony Whitworth, Co-Chair
Al Addis
Tom Atterton
Doug Brown

Dave Copeland
Roger Couldrey
Steve Evans
Dr. Peter George
Liz Golka

David Mothersill
John Salisbury
Michael Schuster
Don Scott

Finance & Administration Committee

John Macnamara, Chair*
Gloria Over, Chair**

William Bain
Bruce Garand

Judy Mintz
Peter Tice

Fund Raising Committee

Ross Robinson, Chair

Labour Community Services Committee

Wayne Marston, Chair
Bryan Adamczyk
Tom Atterton
Brian Bressette

Phil Chabot
Bill Fuller
Heather Gavin
Scott MacEachern

Pat Smith
Bob Sutton
Pat Sutton
Alderman David Wilson

Marketing Committee

Dave Copeland, Chair
Tom Atterton
Ron Binns
Lee Claus
Ron Coburn

Sandy Darling
Neil Howie
Mike Jaycock
Dave O'Reilly

Al Robson
Brent Steele
Tony Whitworth
Josie Zurini

Nominating Committee

John Buschhausen, Chair
Dick Capling
Heather Gavin

Gary Hysop
Michael Meyer

Judy Mintz
Josie Zurini

Human Resources Committee

Gary Hysop, Chair

Lynn Davies

Alderman David Wilson

Strategic Planning Committee

Richard Francescutti, Chair
John Buschhausen
Dick Capling

Bill Fuller
Gary Hysop
Michael Meyer

Mike Pennock
Ross Robinson

Leadership Development Services

Michael Meyer, Chair
Boris Chemerys
Jan Siim

Paul Lamb
Natalie Muryn
Ross Robinson

Jill Rumble
Vincenza Travale

* Resigned during term

** Appointed during term

REPORT OF THE PRESIDENT & EXECUTIVE DIRECTOR

1990/91 will be remembered as a watershed for the United Way. It was a year in which the only constant was change, and, as a result, will mark the beginning of significant change in the way we have viewed ourselves and a departure from the way we have done many things in the past.

Much of this trend towards change stemmed from an organization On-Site Analysis conducted in April, 1990. A series of critical issues were identified and strategies for problem solving developed. As well, a three year strategic planning process moved into its final phases in early 1991, adding further impetus to change within the organization.

Among these key changes were the development and adoption of a set of organizational values. They include: a shared responsibility with the community to carry out our mission; a commitment to quality in all our work; and a recognition that openness, respect and integrity must characterize all our activity. These values will provide benchmarks against which all our decisions over the coming years will be measured.

It was against the backdrop of these new values that the strategic planning process, in which we had invested much good time and energy, was re-energized and given new impetus and direction by the development of a vision and a new mission statement. The vision sees the United Way as part of the larger community – not separate or even above it – but of it. In the vision, the organization reflects an increasingly diverse community, and has become a facilitator of community problem solving, acting as a resource in both human and financial terms. We have a wide range of resources which we can bring to the community, and we have harnessed technology in a friendly and appropriate way.

This vision was translated into a new mission statement adopted by the Board of Directors in April, 1991. It asserts that:

The United Way of Burlington, Hamilton-Wentworth exists in order to enable and empower a diverse community to achieve positive social development. This effort will be facilitated through:

- *providing an opportunity for all to care and participate*
- *fund raising to meet identified needs*
- *allocating human and financial resources to meet identified needs*
- *working collaboratively with the community to find effective solutions*

With this new mission in place, the organization is now in the process of developing a five year plan to move us toward the vision. It is an exciting and challenging process. Spearheaded by a joint volunteer and staff Strategic Planning Committee, it involves all aspects of the organization and our key stakeholders, from agencies to donors. The strategic plan, and first year operational plans, are targeted for delivery to the Board of Directors by September, 1991.

The earlier work of the On-Site and data from the strategic planning process have been incorporated into this planning, and initiatives are already underway to respond to the issues and recommendations which resulted from these processes. A Multicultural Change Task Force is poised to begin its work, and a Volunteer Management Working Group has begun its assessment of volunteer management processes within the organization. Our Campaign team has begun a serious rethinking of fundamental annual campaign strategies, our staff management team has almost completed a comprehensive review of job responsibilities within the context of a larger team building process, and the new Human Resources Committee is overseeing a thorough review of our salary administration processes.

Looking back at the 1990 Campaign, it is probably fair to say that we did extremely well in light of the shifting climate for fund raising we confront in the Burlington, Hamilton-Wentworth area. But there were problems, and these problems, coupled with the new energy generated through the strategic planning and visioning processes, have led to a new pragmatism at work within the United Way today. It is a pragmatism based on what we perceive as new realities and a profoundly altered fund raising environment. We know that the conventional – and comfortable – ways we have worked may change, whether it is campaign strategies, allocations processes, volunteer recruitment or a myriad of other activities. We will cull out what doesn't work – and build on what we know from experience to be effective.

Throughout this period of reassessment, our partnerships with a wide variety of constituencies in the community will be a vital component of how we make decisions. An era of open collaboration is upon us, and the organization is excited and energized by this.

There was change in other areas over the last year as well. Bruce Mochrie, Executive Director, who had a twenty year commitment to the United Way during which the organization underwent significant growth, left the organization to follow new career paths and the Board welcomed Jody Orr as the new Executive Director in January, 1991. Bruce's contributions over the years will continue to be remembered warmly, and the community is pleased to welcome Jody to the challenges of her new position.

As we move into 1991/92, the organization is poised for change. We look forward to carrying out this exciting work with our partners in the community.

Richard Francescutti, President

Jody Orr, Executive Director

ORGANIZATIONAL HIGHLIGHTS

AGENCY RELATIONS – Bob Kok, Chair

The operational year 1990/91 has been a year of challenge and change for the Agency Relations Committee. The final allocations to member agencies fell short of expectations, as the economic situation left its mark on the campaign results. As a result, only maintenance allocations were considered, with the exception of some Special Needs requests where severe and immediate service reduction would result if the Special Needs funding was not forthcoming.

Several members of the Committee left us during the year for reasons of a personal or work-related nature. We appreciate and value the contributions they made carrying their share of the Committee workload during their tenure. We welcome the new members who joined this year. They are ably meeting the challenges presented to them.

The Citizens' Review is a process that allows donor participation in United Way decisions regarding member agencies' accountability and funding. Increasingly, emphasis is being placed on how agencies' services are meeting the needs of the community.

The number of agencies now in multi-year funding agreements with the United Way is increasing. This smooths the Committee's activities load, concentrated in the months during which reviews take place. Still, this year, 56 volunteers devoted more than 2,800 hours determining allocations to 64 agencies. Our thanks go to both the volunteers and the staff involved in the process.

When we began to understand from projected campaign results that not all financial needs to our agencies might be met in the coming year, a meeting with all agencies was called in January. There we shared our concerns and proposals with the agencies. The comments on our proposals were positive and they were incorporated in our allocation recommendations. Judging by comments from all participants, this approach to early communication was well received and its timeliness was much appreciated, underscoring the need for and importance of an ongoing open relationship between the United Way and funded agencies.

Demonstration & Development's mission is to provide short-term funding for programs addressing specific identified needs in the community, with emphasis on the programs being new and innovative as well as being capable of having sustaining funding in place when Demonstration & Development funding terminates. This existing shift in Demonstration & Development policy is now in its first year. Services for victims, immediate family survivors or offenders of spouse abuse and child abuse were the identified major needs in the community qualifying for Demonstration & Development funding.

CAMPAIGN – Sandy Darling & Tony Whitworth, Co-Chairs

The target set for the 1990 Campaign was based on meeting the needs of United Way member agencies rather than focusing on a goal based on what could be achieved. We believed it was important to place this "challenge" in front of the community of Burlington, Hamilton-Wentworth. As we planned the campaign and as the campaign progressed, it became clear that the buoyant economy of the late 1980's was rapidly evaporating. This was particularly true in the manufacturing sector and this, therefore, had particular impact on this Region. Having said this, we would like to recognize the outstanding contribution of Dofasco and their employees who continued to increase their donations and maintained their position as the single largest supporter of the United Way. This kind of support was also demonstrated by other long-time contributors in the manufacturing sector. Despite all the extra efforts of those involved and the fine support of all sectors of our community, we fell short of meeting the needs that

had been identified. However, we are proud to say we raised \$6,550,000. Our success was in raising as much money as we did despite the difficult environment, in developing new initiatives and in establishing a base for the future.

New initiatives for 1990 included:

- Establishing a separate sector for the hospitals which are major employers within this Region. Important groundwork was undertaken which should assist future campaigns.
- The Mail Program was re-evaluated and changed. With an aging population and an increasing proportion of the population working in small establishments, an effective mail campaign will be critical to future success.
- The Leadership Program which was established in 1989 was developed further and in some organizations there was a significant increase in the numbers giving at the Leadership level. The campaign increased our base of donors particularly in the non-manufacturing sectors.

The campaign was well supported by an effective Marketing Program which built on the themes developed during the 1989 Campaign. A number of new initiatives were introduced to increase the public awareness of the importance of a strong and viable United Way.

The success of the United Way depends on many thousands of fund raising volunteers who give of their time generously. They are supported by Loaned Representatives, individuals who combine a variety of skills and expertise with United Way training and development in order to provide a very important resource to the campaign. The Loaned Representatives in 1990 were as follows:

1990 Loaned Representatives

Dan Baird, U.S.W.A. Local 5328
L. Dane Brooks, Dofasco Inc.
Tony Cafazzo, Halton Board of Education
William M. Campbell, Bell Canada
Alexandra Casey, Robinsons
Phil Chabot, Regional Municipality of Hamilton-Wentworth, C.U.P.E. Local 5
Robert W. Cleaver, Procter & Gamble Inc.
Sidney Emberley, Retired, McMaster University
Sam Hendry, Retired, Bank of Montreal
Robert Hilverth, Mohawk College
Phil Jones, Westinghouse Canada Inc.
Nadine Kelly, City of Hamilton
Godwin Kruitwagen, Robinsons
Scott MacEachern, Westinghouse Canada Inc., U.E. Local 504
Ron MacVinnie, The CUMIS Group Ltd.
Dennis Maguire, Canadian Red Cross Society
Rose Noonan, Canada Post Corporation, Burlington, C.U.P.W. Hamilton Local
Dan Orescanin, Dofasco Inc.
Bill Patcheson, City of Burlington, C.U.P.E. Local 44
Dr. Richard Rougeau, Stelco Steel
Alan Slater, Revenue Canada – Taxation
Cynthia Young, Environment Canada (CCIW)

The campaign itself could not function without the dedication of the hard-working, permanent staff of the United Way. The blending of the staff, Loaned Representatives, and the many volunteers enabled contact to be made with many companies and individuals. We wish to pay particular tribute to the United Way agencies for their increased support in 1990, both financially and in terms of the time they gave to help the campaign.

Once again, the community of Burlington, Hamilton-Wentworth showed that "The United Way is the way".

FINANCE AND ADMINISTRATION – Gloria Over, Treasurer

It is the responsibility of the Finance & Administration Committee to monitor and control the overall financial operations of our United Way. The Committee meets regularly to review income from donations and pledges as well as all United Way expenditures. The Finance & Administration Committee works to manage our own spending

to ensure that sufficient resources are made available to conduct an effective annual campaign as well as maintain the ongoing year-round operation of the organization. We insure against "rainy days" by closely monitoring the Reserves so that, in the event of a substantial shortfall in annual campaign revenue due to economic conditions, the agencies and the community we serve will not suffer by allocation reductions.

We are pleased to report that for the year 1990/91, these objectives were met. The Board of Directors have made a commitment to fund agencies through March 31, 1992. It is anticipated that distribution of funds will exceed support from the general public. This shortfall is estimated at \$740,000 and will be funded by transfers from the Reserve Fund.

This past fiscal year was the fourth in which the United Way budget has undergone the Citizens' Review Process, as do all funded agencies. With the experience gained, all participants (volunteers, panel members and staff) agree that the process is not only valid for the United Way, but essential to fulfilling our stewardship mandate as trustees of the donors' charitable dollars.

HUMAN RESOURCES – Gary Hysop, Chair

During the year, the Personnel Committee was transformed into the Human Resources Committee to reflect a broader mandate which encompasses both staff and volunteers.

Key tasks of the Committee include:

- Developing and maintaining appropriate processes to ensure the implementation of sound management and organizational practices including Recruitment and Orientation, Performance Planning and Evaluation, Compensation and Benefits, Career Development, Succession Planning, Conflict Resolution, Issue Identification and Resolution.
- Guiding a process to articulate and promote the Key Organizational Values and Mission of United Way.
- Guiding the development of a sound Team Process within the United Way organization.

LABOUR/COMMUNITY SERVICES – Wayne Marston, Chair

Despite the turbulent times for Labour and the Community in 1990, there were many positive accomplishments.

The Union Counsellor Program continued to flourish. Activities stemming from this core service proved to be particularly valuable to working people finding themselves in need of help.

The Labour Community Services Committee expended a considerable amount of time examining the structures, nature and activities of the Labour Community Services Department and the partnership between the Hamilton and District Labour Council and United Way. A plan to enhance the relationship and build upon the activities of the department is, at the time of writing, in the discussion stages. We are confident there will be a positive outcome and an enhanced role for Labour Community Services in the 90's.

Our Labour members of the Board and members of the Labour Community Services Committee were active in many aspects of United Way, from Strategic Planning, Agency Relations and Demonstration & Development and Marketing to Campaign.

During 1990, through Tom Atterton, the Labour representative to the Campaign Cabinet, we started to shape a more meaningful role for Labour by facilitating the participation of bargaining units in the planning, execution and evaluation process of workplace campaigns. 1990 experienced gains in Labour support to the campaign in sectors such as Public Service, Steel Service and other individual workplace campaigns, despite a tough economic environment.

We look forward to the future as we work together with the United Way in implementing the new mission statement and navigating previously uncharted waters for our United Way.

MARKETING – Dave Copeland, Chair

Committed, dedicated, enthusiastic and hard working is what the Marketing volunteers and staff are. This dynamic team ended the year with a great sense of pride and accomplishment.

Our primary role is to educate the public about the United Way. This is a difficult task since the United Way story is not easily told. We are a diverse organization that represents a multitude of agencies, services and social issues. We are an organization that is volunteer driven, cost effective and convenient. We reflect the community through their involvement. We have so much to tell to so many.

The central focus of our creative strategy was to connect the donor with the recipient in a positive, emotional presentation which reflects solutions to problems. We are confident the execution effectively met this objective.

Our communications strategies included increased media exposure through the excellent support of local media as well as new opportunities such as lawn signs and product advertising; workplace communications planning and promotion to inform our donors on a year-round basis; continued development of communications materials to ensure our message is clear and meets the needs of our donors; broader appeal special events to increase awareness; increase attendance at our volunteer paid events to ensure consistency of message; and continuing to work with agencies on joint communications.

We are grateful to the media, and every person and organization who helped us to tell the United Way story. Without their help and "no charge" support, our message would not have been delivered.

In our efforts to effectively educate the public we also listened. Focus group results provided the direction which ensured the delivered message was understood.

Our other priority continued to be the development of recognition programs. There is diversity of support and it is imperative we recognize these contributions.

1990 was a year of growth and challenge. Congratulations to the Marketing Team.

LEADERSHIP DEVELOPMENT SERVICES – Mike Meyer, Chair

Leadership Development Services (formerly the Volunteer Leadership Development Program), provides opportunities for Board members, volunteers and senior staff of not-for-profit organizations to improve their managerial effectiveness and develop leadership skills. It is an important component of the United Way's increasing commitment to assisting the community to solve its own problems. Improved effectiveness of not-for-profit organizations is one way our community can have an impact on social problems. In addition to its new name, Leadership Development Services will be reported as a funded service and not as a part of United Way administration.

With the first year of a three year grant from the Ministry of Community and Social Services just completed, Leadership Development Services has expanded its staffing and programs. Jeff Bradshaw has joined the staff as Program Manager and our programming has evolved to include more open workshops, training follow-up, consultations, facilitation and executive services (week-end retreats, conferences, etc.).

In 1990/91, Leadership Development Services volunteers and staff provided consultations and training to 1,101 participants from not-for-profit agencies in our community.

In early March, Leadership Development Services successfully hosted a National Trainer's Institute for fifteen new trainers. We can proudly report that our program is viewed as one of the best in the country.

In conclusion, 1990/91 has been another year of continued growth. The Committee is especially appreciative of the dedicated efforts of the volunteer trainers and staff who made the program work so well.

EMPLOYEE AWARD WINNERS

Employees and Union members work very hard each year to raise funds for the United Way. We would like to thank all Employee Campaign Chairpeople and their canvassers for a job well done during the 1990 Campaign. We would also like to thank their Corporations, Organizations, and Union Locals for the tremendous support displayed.

The following are employee groups and members of Union locals who earned Platinum Awards by raising in excess of \$110.00 per capita and Gold Awards by raising in excess of \$80.00 per capita (total donation divided by number of employees):

Platinum

Alternatives for Youth
Big Brothers of Canada
Boy Scouts of Canada
Canada Employment Centres,
Burlington Office
Canadian Drawn Steel Co. & Local 1031
United Steelworkers of America
Canadian Red Cross Society,
Hamilton Branch
Catholic Family Services of
Hamilton-Wentworth
Catholic Youth Organization
CIBC Independent Business Centre
Community Information Services
Deloitte & Touche
Ennis Paikin Steel & Local 16505,
United Steelworkers of America
Fisher Ludlow & Local 520,
United Electrical Workers

Fred Hall & Son Ltd.
Halton Social Planning Council
Hamilton East Kiwanis Boys' &
Girls' Club
Hamilton Weather Office
Hamilton & District Literacy
Council
Harris Rebar, Shop Local 734,
Ironworkers
Instron Canada Inc.
Jennings Insurance Limited
John Howard Society of
Hamilton-Wentworth & District
Laidlaw Inc., Transit Group
London Life Insurance Co.,
King Street West, Hamilton
Mediacom Inc.
MLH & A Inc./K.G. Brown
Associates Ltd.

National Bank of Canada,
East End I.B. Centre
Royal Trust
Shawware
Social Planning and Research
Council of Hamilton
& District
Stoney Creek Hyrdo-Electric
Commission
Sun Canadian Pipe Line
Sunoco Inc., Hamilton
United Way of Burlington,
Hamilton-Wentworth
Wentworth County Board of
Education, Adult Education
Centre
Wood Gundy Inc.

Gold

Arrell Youth Centre
Assessment Review Board, Hamilton
Ball Packaging Products Canada Inc.,
Burlington, Local 863,
International Assoc. of Machinists
Barclay Construction Ltd.
Boiler Inspection & Insurance
Canada Centre for Inland Waters,
Environment Canada
Canada Employment Centres,
C.J.S. Projects Unit
Canada Life Assurance Co.
Canada Mortgage & Housing
Canada Trust, Trust Department
Canadian Hearing Society,
Hamilton-Wentworth
Canadian National Institute for
the Blind, Hamilton-Wentworth
Corfe Pontiac Buick GMC Ltd.
CUMIS Group Ltd., Burlington (2)
C.I.B.C., Grimsby
Dalton Insurance Brokers Limited
Doane Raymond Chartered Accountants
Dundas Community Services

Elkem Metal Canada Inc.
Hamilton Passport Office
Hamilton Public Board of Education,
— Administration Office Area#2
— Lawrence Park Alternative
Education Centre
— Pheonix Alternative Education
Centre
Hamilton Roman Catholic Board,
Religion Department
Holy Name of Jesus
Hong Kong Bank of Canada
Intermetco Ltd., King Street
Laidlaw Inc., Environment Group
Laurel Steel
Marvin Caplans Gentlemen's
Apparel
Ministry of Community & Social
Services, Probation & Aftercare
Services, Hamilton
Ministry of Consumer & Commercial
Relations, Land Registry Office
Mutual Life Assurance Company
of Canada

Nelson Steel
Pastoral Counselling Centre,
Hamilton-Wentworth
Paul Revere Life Ins. Co.,
— Group Sales
— Hamilton Niagara Sales
Peat Marwick Thorne
Procter & Gamble Inc.
Provincial Public Health Lab
Red Hill Public School
Royal Bank,
— Downtown I.B. Centre
— Independent Business
Royal Bank of Canada,
— Area Office Group
— Business Services
— Corporate Centre
— Dundas
— Private Banking Group
Scotia Bank of Burlington,
Commerical Banking Centre
St. Elizabeth Visiting Nurses

TOP 30 ACCOUNTS

Many, many thanks for the outstanding support of the employees, union members and corporations of our top 30 financial supporting organizations – they form the backbone of our annual campaign.

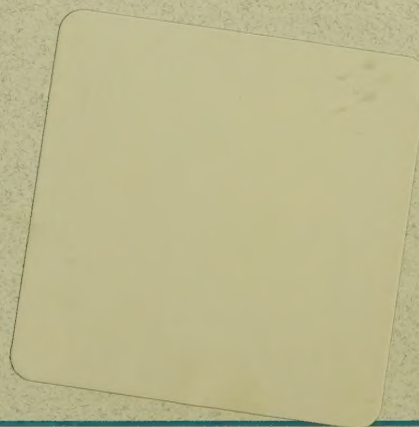
Ball Packaging Products Canada Inc. (Burlington and Hamilton plant locations) and
Members of International Association of Machinists, Local 863, and Can Workers, Local 354
Bank of Montreal and Members of Our People Fund
Bell Canada and Members of the Employee Fund for Community Services
Employees of the Canada Centre for Inland Waters and Members of the Public Service Alliance of Canada,
Local 00144 Environment Component; Professional Institute of Public Service of Canada,
Burlington/Hamilton Branch; International Brotherhood of Electrical Workers, Local 2228;
Economists, Sociologists and Statisticians Association
Canada Trust and Employees
Canadian Imperial Bank of Commerce and Employees
Consumers Glass (Chapple Street & Hempstead Drive) and
Members of Aluminum Brick & Glass Workers, Local 203 & 258G
The CUMIS Group Limited and Employees and
Members of Office and Professional Employees International Union, Local 290
Dofasco Inc. and Members of Dofasco Employees' Donations Fund
Ford Motor Co. of Canada Inc. and Members of Canadian Auto Workers, Local 707
Staff of Halton Public Board of Education
Staff of Halton Separate School Board
Members of the Hamilton Civic Employees Charity Fund
Staff of Hamilton Public Board of Education
Staff of Hamilton Roman Catholic School Board
J.I. Case Co. and Members of J.I. Case Employees' United Charities Fund
Staff and Faculty of McMaster University
Metropolitan Hamilton Real Estate Board
Staff and Faculty of Mohawk College
Paul Revere Life Insurance Co. and Employees
Procter & Gamble Inc. and Members of Procter & Gamble Employees' Charity Fund
Employees of the Regional Municipality of Hamilton-Wentworth and Members of Canadian Union of
Public Employees, Locals 5 & 167; Amalgamated Transit Union, Local 107; Ontario Nurses
Association, Locals 50 & 72; International Union of Operating Engineers, Local 772
Royal Bank of Canada and Employees
Slater Steel, Hamilton Specialty Bar Division and Members of Hourly & Salaried Employees Funds
The Spectator and Employees and Members of The Spectator Charitable Donations Employee Fund
Stelco Inc. and Members of United Steelworkers of America Locals, 1005, 5328, 3561, 8460
Staff of St. Joseph's Hospital and Members of Canadian Union of Public Employees, Local 786
Ontario Nurses Association, Local 75; Ontario Public Service Employees Union, Local 205;
United Plant Guard Workers of America
Union Gas Ltd. and Members of the Employees Charities Fund
Staff of Wentworth County Board of Education
Westinghouse Canada Inc. and Members of Westinghouse Employee Charity Trust Fund

LEADERSHIP GIVERS – 1991

Leadership Givers continue to show their commitment to United Way and the community. Leadership Givers have all given in excess of \$1,000. We thank the following people for their generosity.

Dr. M. Ali	Mr. S. M. Fletcher	Mr. Gary Hysop	Mr. Larry S. Paikin
Mr. Spence A. Allan	Dr. A. E. Ford-Jones	Dr. A. L. Johnson	Mr. Donald A. Pepper
Mr. M. S. Allen	Mr. Doug Fraser	Mr. J. Peter Johnson	Mr. Derek Price
Dr. Norman T. Allen	Mr. Bruce Garand	Mr. Richard W. Johnson	Mr. E. B. Priestner
Mr. Thomas W. Atterton	Dr. & Mrs. Peter George	Dr. P. L. Kapur	Mr. Murray Proctor
Mr. William Balfour	Ms. Linda L. German	Dr. William Kellington	Dr. E. J. Rajczak
Mr. S. K. Bantoft	Dr. G. R. Gerula	Dr. G. A. Kenney-Wallace	Mr. L. M. Rayworth
Mrs. D. Joan Berta	Mr. Frank M. Gibson	Mrs. Nora Klein	Mr. Glenn W. Riddell
Mrs. Diana Borowski	Mrs. Mary Gilmour	Mr. Thomas C. Kraft	Mr. Ross Robinson
Ms. Jessica Brennan	Mr. Abby Goldblatt	Ms. Marjorie Kraftcheck	Mr. Ralph J. Sazio
Mrs. Laura E. Bridle	Mr. Marvin Goldblatt	Mr. J. Kenneth LeClair	Dr. George K. Scott
Dr. Ian B. Brockhouse	Dr. D. A. Goodings	Dr. Alvin A. Lee	Mr. George A. Simpson
Mr. James Brunton	Mr. David Gow	Mr. Bruce Lingen	Ms. Faye A. Smith
Dr. Robert Buie	Dr. Lorna J. Grant	Dr. P. D. M. MacDonald	Mr. Ray Smith
Mr. John W. Buschhausen	Mr. & Mrs. George Guest	Mr. Milton J. MacLean	Miss Helen Soltes
Mr. V. W. Cairns	Mr. Allan F. Hall	Mr. Jacques J. Marcotte	Mr. Glen Swire
Mr. C. Andrew Campbell	Dr. F. L. Hall	Mrs. A. Marr	Ms. Vincenza Travale
Mr. C. B. Campbell	Mr. Robert A. Hall	Mr. Argue Martin, Q.C.	Mrs. Nancy Turner
Mr. & Mrs. Richard Capling	Miss Lydia Hamilton	Mr. Ronald F. Martin	Mr. G. Vallee
Mr. Alan Clark	Mr. John Harris	Mrs. Ruth W. McCuaig	Mr. W.C. Vaughan
Mr. Hugh Clark	Mrs. Marion Harrison	Mr. K. L. McIntyre	Mr. W. H. Warden
Mr. Ralph W. Cooper	Mr. Mike Head	Mr. Cameron McKenzie	Mr. M. Webber
Mr. Joe Crabtree	Mr. John S. Hedden	Mr. R. C. Miller	Mr. A. J. Whitworth
Mr. Nelson R. Crockford	Dr. Arthur C. Heidebrecht	Dr. Michael J. Mills	Mr. John Whyte
Mr. A. L. Darling	Dr. James Hicks	Mr. Thomas Moriarity	Mr. R. G. Wilson
Mr. Gerry Dempsey	Mr. C. C. Holton	Mr. William W. Nelson	Mr. Alvin R. Woods
Dr. A. D. Dingle	Mr. John Hood	Dr. P. L. Newbigging	Hon. Mr. Justice Yates
Mr. Gary Donald	Dr. Brian Hurd	Mr. & Mrs. Rick Ogilvie	Mrs. Joyce Young
Dr. Neil V. Finnie	Mr. John Hutton	Ms. Jody Orr	Mr. T. Van Zuiden

NOTE: In addition to those listed above, there are leaders who wished to remain anonymous.
Our regrets if we have unknowingly omitted you.



HAMILTON AND DISTRICT UNITED APPEAL SCHEDULE OF ALLOCATIONS TO FUNDED SERVICES

YEAR ENDED MARCH 31, 1991

ALLOCATIONS TO FUNDED SERVICES

	1991	1990
Alternatives for Youth	\$ 111,311	\$ 106,011
Amity Goodwill Industries	19,717	18,779
Big Brother Association of Burlington & Hamilton-Wentworth Inc.	328,116	316,020
Big Sister Association of Hamilton & District Inc.	52,189	—
Boy Scouts of Canada – Hamilton-Wentworth Regional Council	114,390	109,942
Burlington Association for Community Living	107,146	95,024
Burlington Bereavement Resource Council	19,586	18,653
The Canadian Hearing Society – Hamilton & District Regional Office	72,376	56,998
Canadian Mental Health Association – Halton Branch	24,403	16,720
Canadian Mental Health Association – Hamilton-Wentworth Branch	147,794	96,131
Canadian National Institute for the Blind – Halton-Peel	32,086	28,851
Canadian National Institute for the Blind – Hamilton-Wentworth	180,762	172,154
Canadian Red Cross Society	756,000	720,027
The Catholic Family Services of Hamilton-Wentworth	237,692	220,412
Catholic Youth Organization	162,839	155,085
'COHR' Family Services	62,693	29,600
Community Information Service of Hamilton-Wentworth	67,876	64,110
Dundas Community Services	34,294	32,661
The Elizabeth Fry Society – Hamilton Branch	131,439	113,386
Family Services of Hamilton-Wentworth, Inc.	507,958	528,750
Friends of Schizophrenics – Hamilton Chapter	20,299	19,332
Girl Guides of Canada – Hamilton Area	34,285	35,524
Halton Family Services	100,791	90,147
Halton Helping Hands	50	13,500
Halton Social Planning Council	84,093	77,935
Hamilton Association for Community Living	98,835	93,733
Hamilton & District Literacy Council	17,543	12,436
Hamilton & District Ostomy Association	7,750	7,300
Hamilton East Kiwanis Boys' and Girls' Club	105,012	99,134
Hamilton Jewish Community Centre	12,000	—
Jewish Social Services	44,000	55,335
John Howard Society of Hamilton-Wentworth & District	138,587	111,060
Multiple Sclerosis Society of Canada – Hamilton District Chapter	71,400	68,000
The Navy League of Canada – Hamilton Branch	29,492	29,667
Nelson Youth Centres	48,355	40,800
Ontario Social Development Council	7,950	7,600
Parental Stress Services	34,267	32,374
Pastoral Counselling Centre (Hamilton-Wentworth)	15,466	14,730
Roxborough PARC East End Multi-Service Centre	9,298	—
St. Elizabeth Visiting Nurses Association	9,360	—
The St. John Ambulance Association – Burlington Branch	15,384	15,066
The St. John Ambulance Association – Hamilton Branch	37,125	35,375
St. Joseph's Villa	36,465	31,365
St. Matthew's House	58,822	56,021
Sexual Assault Centre (Hamilton & Area)	66,118	58,245
Social Planning and Research Council of Hamilton & District	277,291	254,460
Stroke Recovery Association – Burlington Chapter	2,536	2,415
Tele-Touch (Seniors)	10,290	9,800
Victorian Order of Nurses – Halton Branch	63,764	26,962
Victorian Order of Nurses – Hamilton-Wentworth Branch	61,027	26,771
Visiting Homemakers Association of Hamilton-Wentworth	78,076	40,100
Volunteer Centre of Hamilton & District	140,502	133,811
The Hamilton/Burlington Y.M.C.A.	272,261	263,260
The Hamilton Y.W.C.A. – MacNab Street Branch	314,104	297,963
The Hamilton Y.W.C.A. – Ottawa Street Branch	227,317	208,215
	<u>\$5,720,582</u>	<u>\$5,167,750</u>

HAMILTON AND DISTRICT UNITED APPEAL

SCHEDULE OF ALLOCATIONS TO FUNDED SERVICES (continued)

ALLOCATIONS FOR DEMONSTRATION & DEVELOPMENT PURPOSES

	1991	1990
Big Sister Association of Hamilton & District	\$ —	\$ 38,197
Burlington Association for Community Living	5,000	—
Canadian National Institute for the Blind – Hamilton-Wentworth	11,000	—
Epilepsy – Hamilton and District Association	—	8,400
Halton Down Syndrome Association	5,000	4,800
Halton Recovery House	5,000	—
Halton Sexual Abuse Program	6,000	—
Hamilton Area Teenage Mothers' Society	13,650	13,000
Hamilton Central Boys' & Girls' Club	15,000	15,000
Hamilton East Kiwanis Boys' & Girls' Club	10,450	10,000
Hamilton-Wentworth Association for Children & Adults with Learning Disabilities	10,000	12,000
Information Flamborough	3,300	2,265
Kiwanis (East Hamilton) Community Services	11,263	—
Learning Disabilities Association, Halton	6,800	—
Neighbour to Neighbour Drop In Centre	5,000	—
New Mothers Support Group	—	4,800
Roxborough PARC East End Multi-Service Centre	—	7,674
St. Elizabeth Visiting Nurses Association	—	9,000
Victorian Order of Nurses – Halton Branch (Seniors Day Program)	14,447	—
Victorian Order of Nurses – Hamilton-Wentworth (Adult Day Centre)	20,800	20,000
Y.M.C.A. – Burlington	—	10,000
	<u>\$ 142,710</u>	<u>\$ 155,136</u>

ALLOCATIONS FOR UNITED WAY PROGRAMS

Labour Community Services	\$ 47,200	\$ 39,030
Leadership Development Services	39,288	30,768
	<u>\$ 86,488</u>	<u>\$ 69,798</u>

TOTAL ALLOCATIONS

<u>\$5,949,780</u>	<u>\$5,392,684</u>
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HAMILTON AND DISTRICT UNITED APPEAL OPERATING FUND

STATEMENT OF FINANCIAL ACTIVITIES AND SURPLUS

YEAR ENDED MARCH 31, 1991

	1991	1990
SUPPORT FROM THE GENERAL PUBLIC	\$7,261,446	\$6,671,106
Allowance for pledge losses	460,923	239,848
	<u>\$6,800,523</u>	<u>\$6,431,258</u>
UNITED WAYS OF ONTARIO/TRILLIUM COMMUNITY FUND	\$ 11,500	\$ 26,518
Funds available for allocation	6,812,023	6,457,776
DISTRIBUTION OF FUNDS		
Allocations to funded services	\$5,949,780	\$5,392,684
Management expenses		
Fund Raising	556,544	504,974
Administration	307,422	208,835
Agency Relations	165,586	169,922
Marketing	141,468	139,261
	<u>1,171,020</u>	<u>1,022,992</u>
Total allocations and expenses	<u>\$7,120,800</u>	<u>\$6,415,676</u>
SURPLUS (DEFICIT) FROM OPERATIONS	(308,777)	42,100
TRANSFER FROM THE RESERVE FUND	266,677	—
SURPLUS (DEFICIT), BEGINNING OF YEAR	42,100	—
SURPLUS, END OF YEAR	<u>\$ 0</u>	<u>\$ 42,100</u>

HAMILTON AND DISTRICT UNITED APPEAL RESERVE FUND

BALANCE SHEET YEAR ENDED MARCH 31, 1991

	1991	1990
ASSETS		
Cash	\$ 233,632	\$ 4,553
Term deposits	2,000,000	1,800,000
Interest receivable	55,684	1,357
Due from property fund	—	2,717
Funds held by the United Ways of Ontario	201,762	206,742
	<u>\$2,491,078</u>	<u>\$2,015,369</u>
LIABILITIES		
Due to operating fund	302,934	40,244
RESERVE FUND BALANCE	<u>\$2,188,144</u>	<u>\$1,975,125</u>

These reports are an abbreviated form of the audited Financial Statement of the Hamilton and District United Appeal (operating as United Way of Burlington, Hamilton-Wentworth) for the period ending March 31, 1991 reported on by our auditors, Deloitte & Touche, Chartered Accountants, in their report dated May 10, 1991.

Copies of the complete audited financial statements are available for review at the United Way, 177 Rebecca Street, Hamilton, Ontario.

THE MEANING OF THE UNITED WAY SYMBOL



The United Way symbol is seen everywhere
—but what does it mean

It is called the helping hand symbol and is used by United
Ways around the world.



The rainbow overhead, emerging from the hand to shelter the
figure, represents hope for a better tomorrow.



The centre image, based on the universal symbol of mankind,
is cradled by the helping hand.
It indicates the United Way cares about all people, everywhere.



The bottom is a helping hand symbolizing United Way's
support of services and programs
that in turn support the people in local communities.

The United Way helping hand symbol—a symbol of hope,
of service, and of help to people in our communities.



A New Spirit of Giving

IMAGINE is an initiative of The Canadian
Centre for Philanthropy. It is a program
directed toward corporations and indi-
viduals that "encourages Canadians to
give more time and money to the causes
they care about". IMAGINE benefits every
form of charitable and non-profit activity
in Canada.

United Way actively supports this
program. If you would like more informa-
tion about volunteer opportunities avail-
able at United Way, or the IMAGINE
program, please call the United Way office.

We are always happy to hear from
members of our community. If you have a
comment, question, or concern, please
contact us at 527-4543.



United Way of Burlington, Hamilton-Wentworth

177 Rebecca Street, Hamilton, Ontario, L8R 1B9

Tel: (416) 527-4543 Fax: (416) 527-5152

Charitable Registration Number: 0033555-03



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